

Why Choose AAL for Strategic Planning?

Better outcomes and engagement through data and transparency



ORGANIZATION

University of the Pacific
Arthur A. Dugoni School of
Dentistry

LOCATION

San Francisco, CA

TYPE

Private Institution

WEBSITE

www.dental.pacific.edu

THE CLIENT

The Dugoni School is internationally known for its humanistic approach and accelerated, year-round predoctoral program. Located in San Francisco, the school is private, yet large among dental schools, with a student population of approximately 550.

THE CHALLENGE

As is common with leadership change, the Dugoni School's new dean, Dr. Nader A. Nadershahi, wanted a fresh plan that would charge the school with innovating and challenging the status quo. With an existing plan that was set in 2007 and updated in 2013, the school needed its new strategic plan to address several changes:

- New leadership
- New location
- Shifting economic and business model
- New clinic information system
- Need to differentiate
- Diversity issues, particularly among faculty
- Need to establish place in community
- Parent institution's strategic plan in development
- Parent institution's Presidential Priorities

As it did in 2007 and 2013, the Dugoni School enlisted AAL for guidance in its strategic planning.

THE SOLUTION

AAL advised Dean Nadershahi to appoint a steering committee comprised of 10 members of the Dugoni School community, plus four internal consultants from the larger University of the Pacific community. AAL helped the dean construct his charge to the committee and its chair, and assisted committee members in developing a timeline and communication plan to ensure transparency throughout the strategic-planning process.

AAL performed and delivered to the committee an environmental scan of the dental field in California and the United States, and of U.S. dental education trends. Using that scan, AAL guided the steering committee in performing a SWOT (strengths, weaknesses, opportunities, and threats) analysis.



Contact AAL at 404-350-2098
or visit www.aalgroup.org/sp
for more information.

THE SOLUTION (CONT.)

AAL assisted the committee as it interviewed, surveyed, and conducted focus groups with external and internal stakeholders. Additionally, the dean and steering committee chair conducted an open forum in the school community. Out of this feedback and AAL's analysis of it, AAL proposed strategic priorities and drafted the vision, mission, and values of the Dugoni School. Through a review process that included several rounds of feedback and revision, as well as "listening sessions" with internal stakeholders, goals and objectives were added and a final strategic plan formed.

In its facilitator role, AAL made approximately nine site visits.

THE RESULTS

Dean Nadershahi and the steering committee hosted an open forum to present the final version of the strategic plan to the Dugoni School internal and external stakeholders. AAL considers any strategic plan to be a "living document" that is reviewed regularly to ensure its strategic priorities, goals, and objectives have been implemented. AAL will continue to work with Dugoni School leadership to determine the best way of organizing implementation teams and oversight.

Interested in having AAL's help as you kick off your organization's strategic planning?
Contact Dr. Tobias Rodriguez at
404-350-2098 or
trodriguez@aalgroup.org.



"The Dugoni School is a leader because of our people and culture. Our strategic plan guides what we do because it aligns our initiatives with the needs of those whom we serve. For the past decade, we have partnered closely with AAL on our strategic planning efforts. They understand the structure and culture of higher education, and provide us with the resources and support to create tailored, innovative plans that are a reflection of who we are, and who we want to be, as an institution."

- Nader Nadershahi, DDS, MBA, EdD
Dean, University of the Pacific Arthur A.
Dugoni School of Dentistry